

Staff Study of the Department of Social Services



Healthcare Subcommittee Meeting
November 9, 2015



STATED PURPOSE OF OVERSIGHT



The purpose of these oversight studies and investigations is to **determine if agency laws and programs** within the subject matter jurisdiction of a standing committee:

- (1) are being **implemented and carried out in accordance with the intent of the General Assembly**; and
- (2) should be **continued, curtailed, or even eliminated**.

House Legislative Oversight Committee's Study and Investigation Process

(Number Refers to Committee Standard Practice)

House Legislative Oversight Committee
 Determines Priority of an Agency Study and Investigation (7.2 & 7.3)
 Sets a Time Frame for Completion (7.5 & 7.6)
 Written Notification Provided to Agency (8.1 & 8.2)
 Subcommittee or Ad Hoc Committee Assigned to Study and Investigate an Agency may schedule a meeting with the Agency to discuss preliminary matters (8.3)

Submissions Reviewed by House Legislative Oversight Committee Staff

Agency Submits:

- 1) Restructuring Reports (5)
- 2) Seven-Year Plan for Cost Savings and Increased Efficiencies (6)
- 3) Any Other Required Submissions to a Legislative Entity (10.5 & 10.6)
- 4) Responses to a Program Evaluation Report and Requests for Information (10.1 & 10.2)

Public May Submit Written Comments Concerning the Agency (10.3)

House Legislative Standing Committees and Individual House Members May Submit Potential Issues with an Agency (10.4)

Uniform Start for All Legislative Oversight Investigation and Reviews

- Staff Reviews and Summarizes Submissions (10.1 -10.6)
- Staff May Make Recommendations Based on its Review of Submissions (11.1 – 11.4)
 - Agency May Respond to Staff's Study (11.5 – 11.8)
- Staff Provides its Study with any Agency Response to Legislative Oversight Subcommittee or Ad Hoc Committee and House Legislative Standing Committees Sharing Subject Matter Jurisdiction (11.9 & 11.10)

*Some Confidentiality in this Process Authorized by Legislative Oversight Committee Standard Practice 9.2

House Legislative Oversight Subcommittee or Ad Hoc Committee

- Reviews Initial Study and any Agency Response Appropriate Legislative Oversight Subcommittee or Ad Hoc Committee (12.1)
- Determines What Other Tools of Legislative Oversight Should be Utilized, which include: (12.1&12.2)
 - Requesting Legislative Audit Council Involvement (Study of Program Evaluation Study or Perform its Own Audit)
 - Deposing Witnesses
 - Issuing Subpoenas and Subpoenas Duces Tecum (Pursuant to Title 2, Chapter 69)
 - Holding a Public Hearing
 - Appropriate House Legislative Oversight Subcommittee or Ad Hoc Committee Approves a Study for Consideration by the Full House Legislative Oversight Committee (12.4 & 12.5)

House Legislative Oversight Committee
 Refers Legislative Oversight Study and Investigation Back to Subcommittee or Ad Hoc Committee (13.2.1)

Public Hearing with Head of Agency

House Legislative Oversight Committee Publishes Online a Report (13.3 -13.5)

House Legislative Oversight Committee (14.1 & 14.2)

House Legislative Oversight Committee
 Receives Subcommittee or Ad Hoc Committee Study (13.1)

Option 1

Option 2

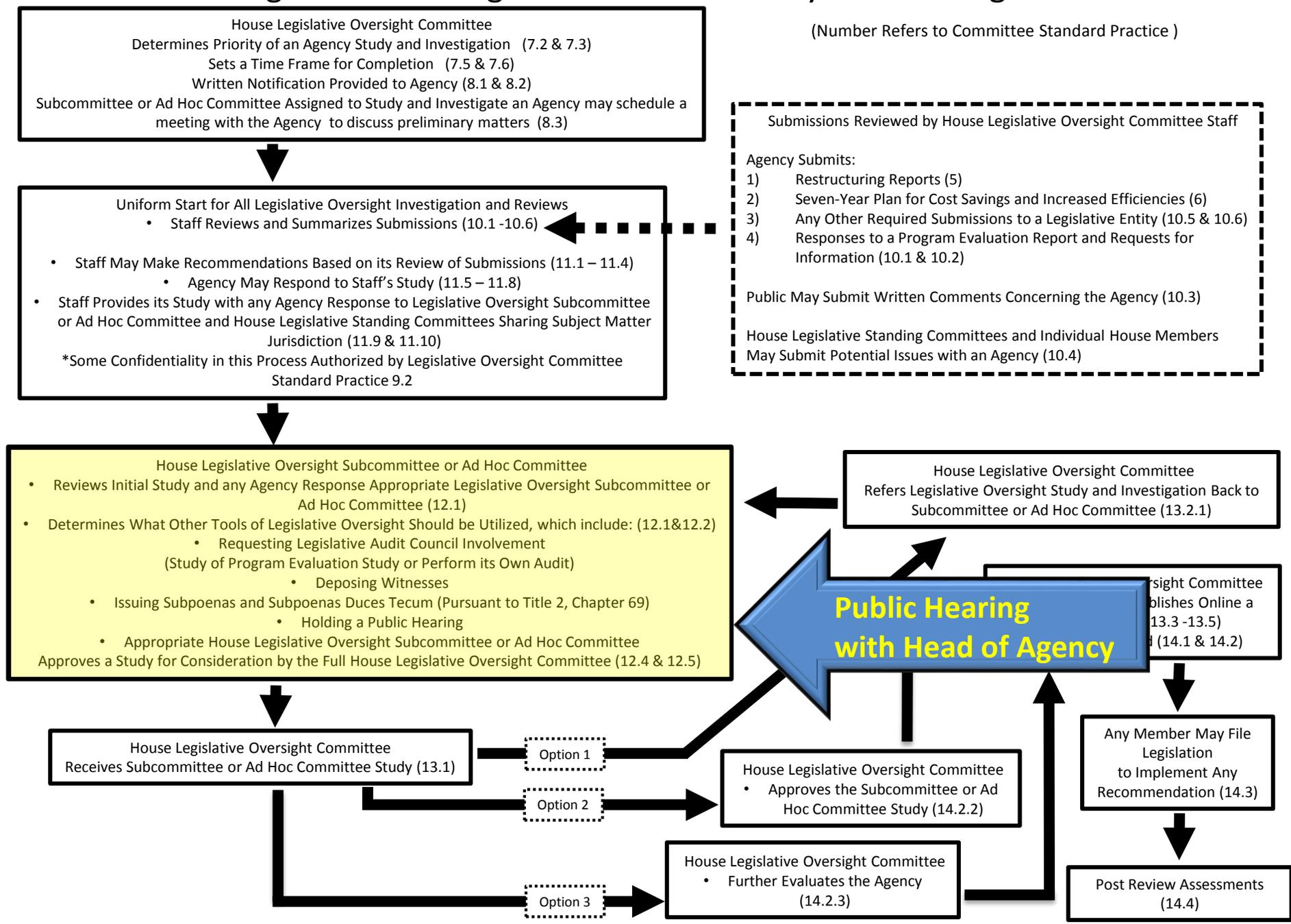
Option 3

House Legislative Oversight Committee
 • Approves the Subcommittee or Ad Hoc Committee Study (14.2.2)

Any Member May File Legislation to Implement Any Recommendation (14.3)

House Legislative Oversight Committee
 • Further Evaluates the Agency (14.2.3)

Post Review Assessments (14.4)



House Legislative Oversight Committee's Study and Investigation Process

(Number Refers to Committee Standard Practice)

House Legislative Oversight Committee
 Determines Priority of an Agency Study and Investigation (7.2 & 7.3)
 Sets a Time Frame for Completion (7.5 & 7.6)
 Written Notification Provided to Agency (8.1 & 8.2)
 Subcommittee or Ad Hoc Committee Assigned to Study and Investigate an Agency may schedule a meeting with the Agency to discuss preliminary matters (8.3)

Submissions Reviewed by House Legislative Oversight Committee Staff

Agency Submits:

- 1) Restructuring Reports (5)
- 2) Seven-Year Plan for Cost Savings and Increased Efficiencies (6)
- 3) Any Other Required Submissions to a Legislative Entity (10.5 & 10.6)
- 4) Responses to a Program Evaluation Report and Requests for Information (10.1 & 10.2)

Public May Submit Written Comments Concerning the Agency (10.3)

House Legislative Standing Committees and Individual House Members May Submit Potential Issues with an Agency (10.4)

Uniform Start for All Legislative Oversight Investigation and Reviews

- Staff Reviews and Summarizes Submissions (10.1 -10.6)
- Staff May Make Recommendations on its Review of Submissions (11.1 – 11.4)
 - Agency May Respond to Staff's Study (11.5 – 11.8)
- Staff Provides its Study with a Report to Legislative Oversight Subcommittee or Ad Hoc Committee and House Legislative Oversight Committees Sharing Subject Matter Jurisdiction
- *Some Confidentiality in this Process Applicable to Legislative Oversight Committee Standard Practice

Full Committee approves and publishes online

House Legislative Oversight Subcommittee or Ad Hoc Committee

- Reviews Initial Study and any Agency Response Appropriate to Subcommittee or Ad Hoc Committee (12.1)
- Determines What Other Tools of Legislative Oversight Should be Used (12.2)
 - Requesting Legislative Audit Council Involvement (Study of Program Evaluation Study or Perform its Own)
 - Deposing Witnesses
 - Issuing Subpoenas and Subpoenas Duces Tecum (Pursuant to Title 2)
 - Holding a Public Hearing
- Appropriate House Legislative Oversight Subcommittee or Ad Hoc Committee Approves a Study for Consideration by the Full House Legislative Oversight Committee (12.4 & 12.5)

House Legislative Oversight Committee
 Refers Legislative Oversight Study and Investigation Back to Subcommittee or Ad Hoc Committee (13.2.1)

House Legislative Oversight Committee

- Approves and Publishes Online a Final Study (13.3 -13.5)
- Briefing Offered (14.1 & 14.2)

House Legislative Oversight Committee
 Receives Subcommittee or Ad Hoc Committee Study (13.1)

Option 1

Option 2

Option 3

House Legislative Oversight Committee

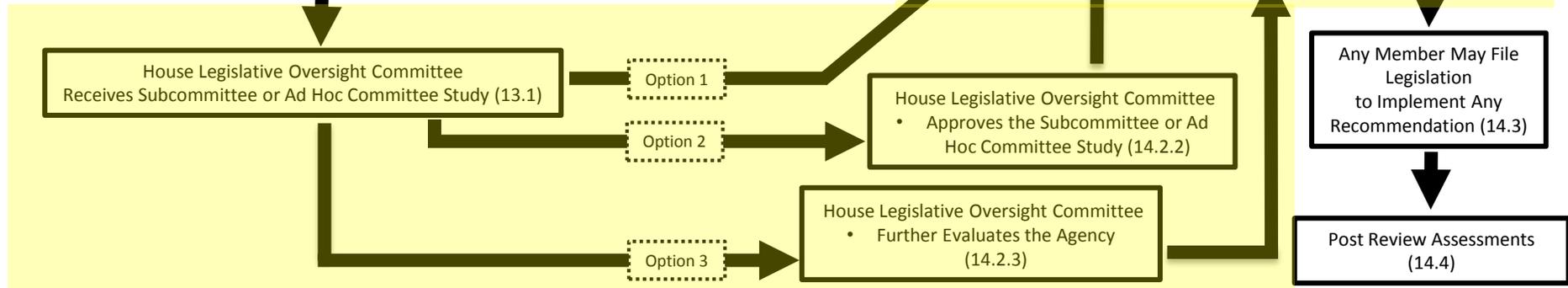
- Approves the Subcommittee or Ad Hoc Committee Study (14.2.2)

House Legislative Oversight Committee

- Further Evaluates the Agency (14.2.3)

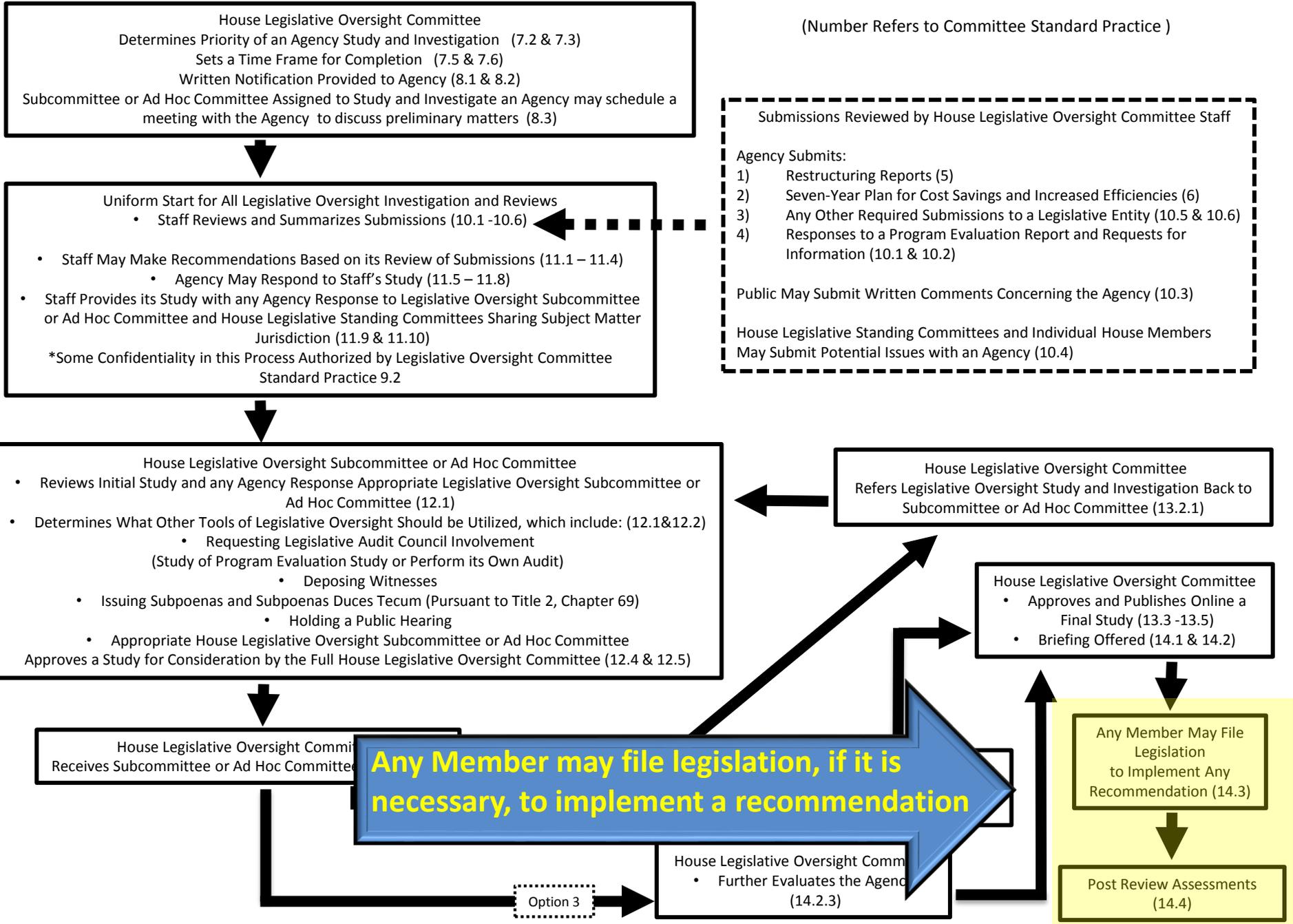
Any Member May File Legislation to Implement Any Recommendation (14.3)

Post Review Assessments (14.4)



House Legislative Oversight Committee's Study and Investigation Process

(Number Refers to Committee Standard Practice)



EXPECTATIONS



What to Expect

- **Oversight Studies** by your elected Representatives
- Ability for the **public to be involved in the process**
- **Identification** by the House and Agency of areas for improvement within the agency
- **Recommendations** for improvements
- **Central source of information** for the public and legislators

What NOT to expect

- Finding every issue or potential area of improvement at every agency
- Solving every issue at every agency
- Solutions or recommendations that satisfy every legislator, agency personnel and member of the public.

Agency's Mission

Staff Study Visual Summary Table 2 on page 7, Page 19 under Responsibilities, and Pages 33-37 as a footnote to the summary of the agency's goals, strategies and objectives



“TO EFFECTIVELY AND EFFICIENTLY SERVE THE CITIZENS OF SOUTH CAROLINA BY ENSURING THE SAFETY OF CHILDREN AND ADULTS WHO CANNOT PROTECT THEMSELVES AND HELPING FAMILIES ACHIEVE STABILITY THROUGH CHILD SUPPORT, CHILD CARE, FINANCIAL AND OTHER TEMPORARY BENEFITS WHILE TRANSITIONING INTO EMPLOYMENT.”

SEE SC CODE OF LAWS TITLE 43 AND 63

Thirty-Year Agency Timeline

Staff Study – pages 14-19, Tables 4

1984	1985
<p>-Governor Dick Riley</p> <p>-4,133.15 Authorized full time equivalent positions (FTEs)</p> <p>-DSS contracts with Omni Systems, Inc., a consulting firm, for \$160,000 to determine appropriate staffing levels for each DSS county office.⁶⁵ DSS uses this information to make county staffing decisions.⁶⁶</p>	<p>-Governor Dick Riley ; 4,276.15 Authorized FTEs</p> <p>February 1985 - Legislative Audit Council (LAC) publishes a “Management and Performance Review” of DSS. Some of the findings include: (1) Child Protective Services (CPS) needs improvement; child abuse and neglect investigations are inadequate, treatment plans are not being used, and family court requirements are not being met; casework has also been inadequate; (2) delay in automation of the Child Support Enforcement Program has cost approximately \$1.9 million annually in collection of child support payments; (3) failure to adequately collect funds owed the agency from providers and clients; over \$6.6 million in delinquent debts is outstanding from doctors, dentists, hospitals, nursing homes, and clients; (3) federal penalties in the Food Stamp, Assistance for Families with Dependent Children (AFDC), and Medicaid programs because of excessive errors; which could cost the State over \$6 million in program and administrative funds. Also the review notes an Attorney General’s opinion that the State has authority over all county DSS operations and by extension to ensure corrective actions are implemented.</p> <p>-DSS contracts with Omni to determine the proper staffing levels for the state offices for \$204,613.⁶⁷ The purpose of the study, as stated in both the contract and the study’s executive summary, was to provide DSS with the ability to monitor and update staffing levels in the state office.⁶⁸ While DSS officials indicate the study was accurate and appropriately conducted, the agency did not develop a formal plan for addressing the Omni study recommendations for the state office and, at the time of the 1991 LAC Study, had not updated the staffing analysis.⁶⁹ According to the LAC Study, while DSS could have reduced staff in the state office through attrition and used that funding to hire additional staff in county offices, they remained over-staffed in the state office.⁷⁰ According to LAC, DSS then made attempts to correct staffing shortages in county offices by requesting additional positions.⁷¹ LAC concluded that, as of May 1991, DSS had not documented improvements in the efficiency and effectiveness of the state office as a result of the study on the state office which cost \$204,613.⁷²</p>

Thirty-Year Agency Timeline

Staff Study – pages 14-19, Tables 4

2014

-Governor Nikki Haley

-3,501.99 Authorized FTEs; 71% of the employees who completed exit surveys stated the reason they were leaving was (1) lack of supervisory support/employee recognition, (2) better advancement, or (3) higher pay

February 2014 - The National Resource Center for Child Protective Services conducts a review of DSS' Intake Assessment Tool and finds that it contains the right factors to determine whether the facts indicate a need for an investigation or a prevention response.¹²⁷

March 2014 - Senate calls for the hearings after a series of cases pertaining to children dying in DSS care or oversight.¹²⁸

May 2014 - DSS develops a comprehensive plan to expedite the process of bringing staff onboard.¹²⁹ Progress as of October 2, 2014 includes: (1) Funded new positions within the existing budget; (2) Increased hiring across the state; (3) Streamlined the hiring process to allow counties to fill vacancies more quickly; (4) Instituted group interview process for identifying the most qualified candidates for second interviews; and (5) Ongoing collaboration with DEW and other agencies.¹³⁰

June 2014 – Lillian Koller resigns as State Director

June 2014 - DSS submits, for the first time ever, caseload standards to the federal Administration for Children and Families.¹³¹ DSS did not have standards for the maximum number of families or children assigned to each child welfare caseworker until this time.¹³² Maximum caseloads standards submitted by DSS include 24 children for assessment caseworkers, 24 children for treatment caseworkers and 20 children for foster care caseworkers.¹³³ DSS reports that due to limited resources, it has not implemented these standards.¹³⁴ LAC found that 57.8% of the 611 county caseworkers statewide had combined caseloads that exceeded DSS standards (38.5% had caseloads that exceeded the standards by 50% or more, 21.9% had caseloads that exceeded the standards by 100% or more, and 11.3% had caseloads that exceeded the standards by 150% or more.)¹³⁵ Statewide, 19.3% of caseworkers are assigned more than 50 children, 11.3% are assigned more than 60 children, and 2.8% are assigned more than 75 children.¹³⁶

August 2014 - DSS issues directive memo stating all caseworkers, not just those who screen and assess reports of child abuse and neglect, are required to be certified (this requirement is not listed in DSS' training policy)¹³⁷

September - DSS memorandum states caseworkers must receive 20 hours of continuing education each year.¹³⁸

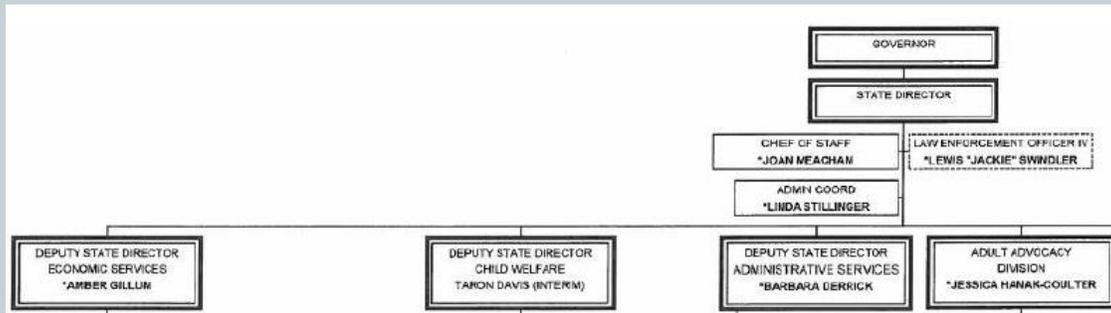
October 2014 - LAC publishes a "Review of Child Welfare Services" at DSS, finding significant issues with the way DSS provides these services and how it measures its performance.¹³⁹ Some of the issues include: (1) Caseworkers are not required to have a college degree in a field related to their social work nor previous relevant experience; (2) caseworkers are not being adequately compensated in comparison to comparable employees (avg. minimum salary was \$29,797 in 2006 and in 2014 was \$30,582; entry level caseworkers paid less than the average minimum salary of comparable workers in 42 states); (3) DSS has unclear policies regarding training and certification for caseworkers after they have been hired and no central records that document whether caseworkers have been trained and certified (this has been an issue for 30 years, in LAC's 1985 review of DSS, they found only screening and assessment workers were required to be certified and DSS did not maintain adequate central records of caseworker training and certification); (4) DSS takes as long as nine months to hire and train a new child welfare caseworker; (5) caseworkers are being forced to manage excessive caseloads (this has been an issue for 30 years, LAC's 1985 and 2006 report it stated DSS did not have maximum caseload standards for its child welfare caseworkers; formal methodology for calculating caseloads; nor policy that requires caseloads be approximately equal from county to county - in 2014, LAC found the same issues; state law does not require DSS to have a formal written methodology for calculating caseloads nor for caseworker caseloads to be approximately equal from county to county); (6) DSS did not have a systematic process for allocating child welfare staff among its state, regional, and county offices (this has been an issue for 30 years, LAC's 1985 and 2006 report recommends DSS develop a methodology for allocating staff - DSS stated staffing decisions are a product of management discretion, after considering available resources and needs throughout the organization); (7) DSS does not have a structured system for minimizing turnover among child welfare workers and county directors; (8) Data being reported to the General Assembly on the occurrence of child fatality, especially among children who had prior involvement with the agency, was not reliable and not useful to measure the agency's

Organizational Structure & Full Time Employees



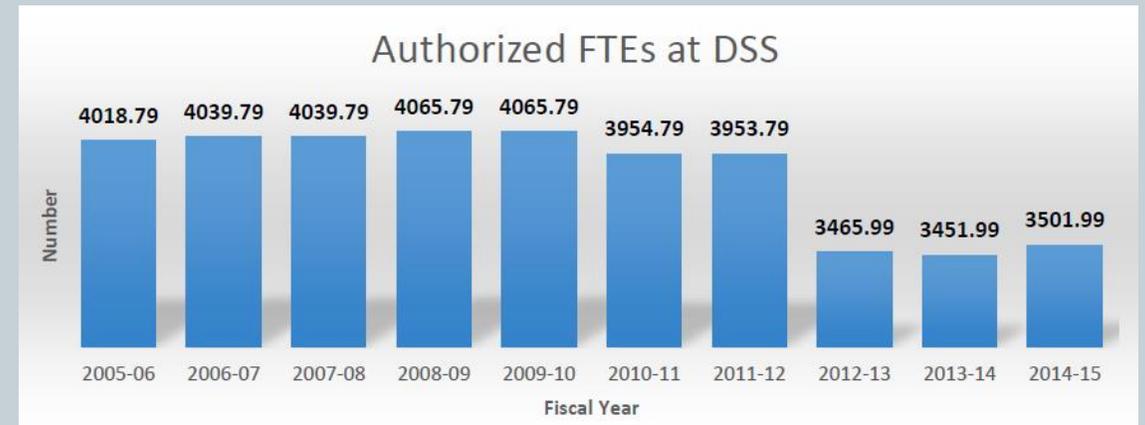
Agency Organizational Structure

Page 20-21 of the Staff Study



Authorized FTEs for the past 10 years

Page 22 of the Staff Study



Turnover Rate and Reasons for Departure

Staff Study – page 22-23, Table 5



Table 5. Summary of reasons for employees' departure collected by the agency during exit surveys

Year	Better Advancement	Better Benefits	Higher Pay	Lack of Supervisory Support/Employee Recognition	Lack of Resources	Relationship with Management, Supervisor	Lack of Training	Working Conditions	Other
2012	17%	0%	8%	29%	0%	8%	0%	13%	25%
2013	16%	4%	17%	16%	3%	13%	0%	12%	19%
2014	21%	1%	24%	26%	1%	1%	5%	3%	20%
2015*	32%	0%	21%	29%	0%	11%	3%	0%	5%
Avg.	21.5%	1.25%	17.5%	25%	1	8.25%	2%	7%	17.25%

Relationships

Staff Study – page 26, Figure 8 and Table 8

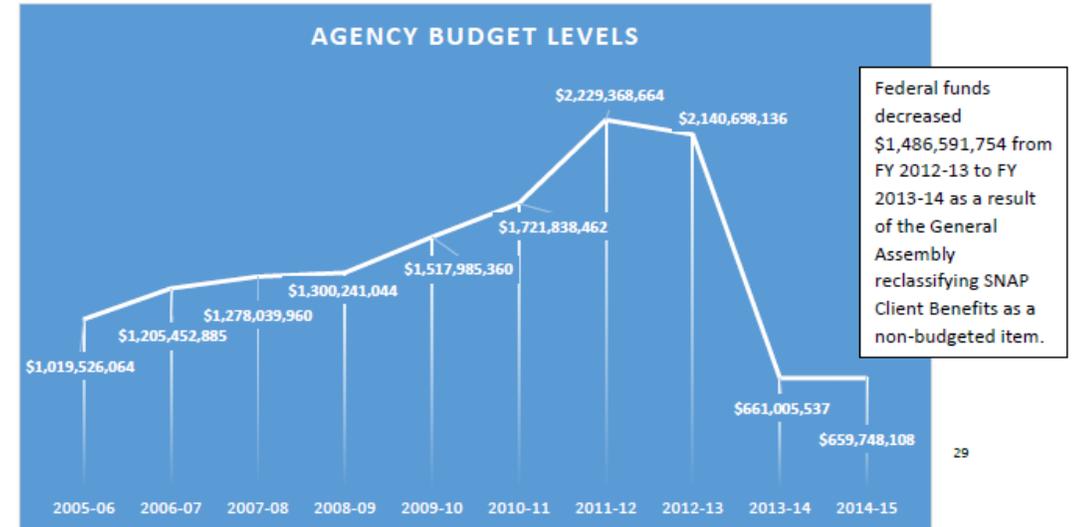
Partner	Customer	Stakeholder	Entity
Federal Entities			
		✓	US Department of Agriculture, Food and Nutrition Service
		✓	Federal Office of Child Support Enforcement
		✓	US Department of Health and Human Services, Administration for Children and Families
State and Local Government Entities			
✓			Budget and Control Board
✓			Department of Corrections
✓		✓	Department of Employment and Workforce
✓		✓	Department of Vocational Rehabilitation
✓			Foster Care Review Board
✓			Revenue and Fiscal Affairs Office
✓			SLED
✓			SC Department of Health and Environmental Control
✓			SC Department of Motor Vehicles
✓			SC Department of Revenue
✓			SC Judicial Department
✓		✓	Children’s Trust of South Carolina
✓		✓	Department of Alcohol and Other Drug Abuse Services
✓	✓	✓	Department of Juvenile Justice
✓		✓	Office of the Governor, The Hon. Elise McCortor, Guardian ad Litem (GAL)

Total Funding

Staff Study – page 29, Table 9 and Figure 9

Year	05-06	06-07	07-08	08-09	09-10
Total Agency Budget	\$1,019,526,064 (GF:97,031,414 ¹⁹² + F:824,484,338 ¹⁹³ + O:85,724,312 ¹⁹⁴ + S:700,000 ¹⁹⁵ + CRF:11,586,000 ¹⁹⁶)	\$1,205,452,885 (GF:130,155,206 ¹⁹⁷ + F:959,201,265 ¹⁹⁸ + O:98,596,414 ¹⁹⁹ + P:1,000,000 ²⁰⁰ + CRF:16,500,000 ²⁰¹)	\$1,278,039,960 (GF:138,765,178 ²⁰² + F:1,059,728,272 ²⁰³ + O:50,946,510 ²⁰⁴ + P:28,600,000 ²⁰⁵)	\$1,300,241,044 (GF:109,654,312 ²⁰⁶ + F:1,077,897,156 ²⁰⁷ + O:98,980,102 ²⁰⁸ + P:13,709,474 ²⁰⁹ - MYR:25,166,559)	\$1,517,985,360 (GF:118,783,374 ²¹⁰ + F:1,270,054,107 ²¹¹ + O:115,361,849 ²¹² + P:13,786,000 ²¹³ - MYR:11,512,171)
Per year Increase/Decrease		+18.24%	+6.02%	+1.74%	+16.75%
Cumulative Increase/Decrease		+18.24%	+25.36%	+27.53%	+48.89%
Year	10-11	11-12	12-13	13-14	14-15
Total Agency Budget	\$1,721,838,462 (GF:119,276,495 ²¹⁴ + F:1,458,334,168 ²¹⁵ + O:121,549,950 ²¹⁶ + P:18,677,849 ²¹⁷ + P:4,000,000 ²¹⁸)	\$2,229,368,664 (GF:119,895,834 ²¹⁹ + F:1,936,139,894 ²²⁰ + O:173,332,936 ²²¹)	\$2,140,698,136 (GF:121,821,253 ²²² + F:1,940,691,746 ²²³ + O:75,685,137 ²²⁴ + P:2,500,000 ²²⁵)	\$661,005,537 (GF:122,282,629 ²²⁶ + F:454,099,992 ²²⁷ + O:79,972,916 ²²⁸ + P:150,000 ²²⁹ + P:4,287,779 ²³⁰ + CRF:212,221 ²³¹)	\$659,748,108 (GF:123,921,768 ²³² + F:459,716,203 ²³³ + O:75,685,137 ²³⁴ + P:425,000 ²³⁵)
Per year Increase/Decrease	+13.43%	+29.48%	-3.98%	-69.12%	-0.19%
Cumulative Increase/Decrease	+68.89%	+118.67%	+109.97%	-35.17%	-35.29%

Legend: GF = State general funds; O = Other funds; F = Federal funds; P = Proviso; MYR = Mid-year Reduction; S = Supplemental; CRF = Capital Reserve Fund (may only be used pursuant to Section 36(B)(2) and (3), Article III, Constitution of South Carolina, 1895, and Section 11-11-320(C) and (D) of the 1976 Code)



Agency's Plan

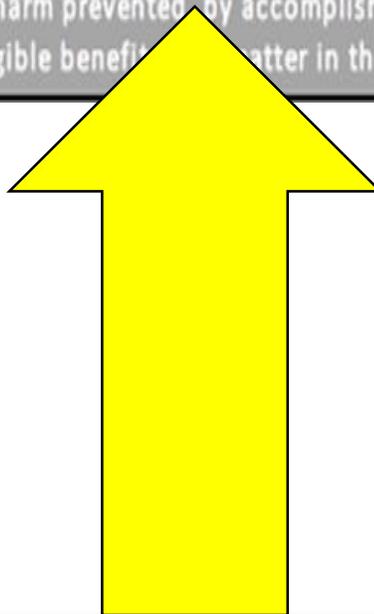
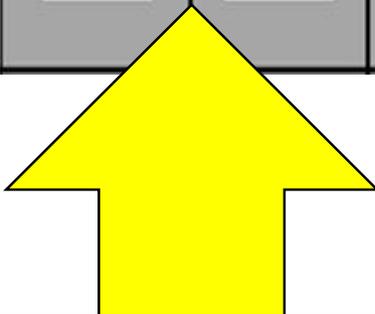
Staff Study – page 35-52, Table 13

Goals, Strategies and Objectives			% of Total Spending		Outcome
<u>G</u>	<u>S</u>	<u>O</u>	<u>2013-14</u>	<u>2014-15</u>	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))
Goal 1		Ensure the safety of children and adults who cannot protect themselves	43.53% \$224,290,307	44.91% \$250,993,309	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statute. They are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child. This program, within the framework of federal and state mandates, supports out-of-home services that are child centered and family focused; contributes to the protection of children and their well-being, and serves children who are in need of therapeutic placements.
	Strategy 1.1	Investigate and identify child maltreatment through the assessment process			Same as Goal 1
		Objective 1.1.1 Initiate and complete Child Protective Services (CPS) investigations timely	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.	Same as Goal 1	Assoc. Agency Programs CPS Case Management, Legal Representation
		How agency measures its performance:	<p>1) <i>CPS assessments initiated timely</i> (97.8% in 2009-10; 98.2% in 2010-11; 98.8% in 2011-12; 97% in 2012-13; 93.3% in 2013-14 (LAC 2014 audit states this is only 75%); Target for 2014-15 is 100%; As of March 31, 2015 at 89.3%) State law requires DSS to initiate CPS investigations, which the agency calls Assessments, within 24 hours, so the standard for initiating assessments timely is set by state law at 100%. Measure is reviewed at least twice a year by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.</p> <p>2) <i>CPS assessments completed timely</i> (98.5% in 2009-10; 98.5% in 2010-11; 95.4% in 2011-12; 98.5% in 2012-13; 94.5% in 2013-14; Target for 2014-15 is 100%; As of February 28, 2015 at 94.5) State law requires DSS to complete assessments within 45 days (or 60 days when an extension is granted), so the standard for completing assessments timely is set by state law at 100%. Measure is reviewed at least twice a year by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.</p>		

Agency's Plan

Staff Study – page 35-52, Table 13

Goals, Strategies and Objectives			% of Total Spending		Outcome
<u>G</u>	<u>S</u>	<u>O</u>	<u>2013-14</u>	<u>2014-15</u>	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))
<u>Description</u>					



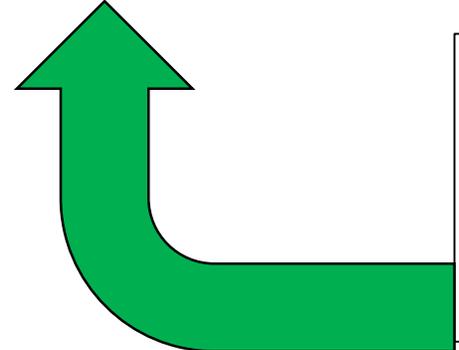
% of Total Spending = Percent of the total agency spending that went toward each goal and objective. The amount for each goal is obtained by adding together the total amounts for all the objectives under that goal.

Outcome = Public benefit provided, or harm prevented, by accomplishment of a goal or objective (i.e. tangible benefits that matter in the lives of citizens). If a goal or objective does not provide some type of tangible benefit to any citizens in South Carolina, the agency should consider revising or eliminating it from the agency's strategic plan.

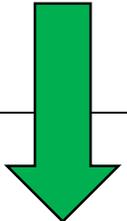
Agency's Plan

Staff Study – page 35-52 Table 13

Goals, Strategies and Objectives			% of Total Spending		Outcome
G	S	O	2013-14	2014-15	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))
Goal 1			43.53% \$224,290,307	44.91% \$250,993,309	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statute. They are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child. This program, within the framework of federal and state mandates, supports out-of-home services that are child centered and family focused; contributes to the protection of children and their well-being, and serves children who are in need of therapeutic placements.



Goals = Statement of what the agency hopes to achieve in the next 2-3 years. At the highest level, each agency's goals should logically and naturally derive from the agency's mission statement. It is recommended that an agency have 3-5 high level goals.



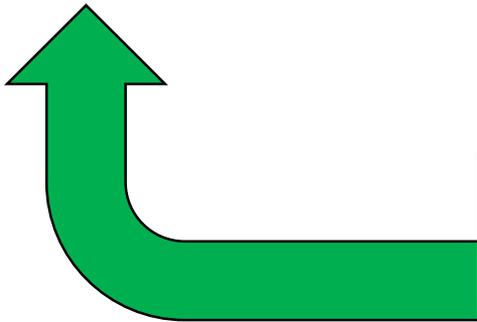
Agency Mission: To effectively and efficiently serve the citizens of South Carolina by ensuring the safety of children and adults who cannot protect themselves and helping families achieve stability through child support, child care, financial and other temporary benefits while transitioning into employment.

Agency Vision: The agency's vision is for there to be "[...]jobs for parents and other adults living in poverty" and "[s]afe and thriving children with life-long families sooner."

Agency's Plan

Staff Study – page 35-52, Table 13

Goals, Strategies and Objectives			% of Total Spending		Outcome	
<u>G</u>	<u>S</u>	<u>O</u>	<u>Description</u>	<u>2013-14</u>	<u>2014-15</u>	(Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))
Goal 1			Ensure the safety of children and adults who cannot protect themselves	43.53% \$224,290,307	44.91% \$250,993,309	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statute. They are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child. This program, within the framework of federal and state mandates, supports out-of-home services that are child centered and family focused; contributes to the protection of children and their well-being, and serves children who are in need of therapeutic placements.
	Strategy 1.1		Investigate and identify child maltreatment through the assessment process			Same as Goal 1

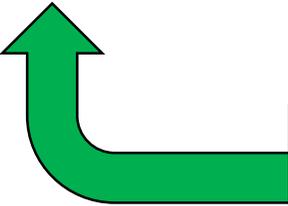


Strategy = A concise statement of a high-level approach an agency is taking in pursuit of a goal. It is a descriptive, complex action comprised of multiple action steps. Good action verbs to start the description of a strategy include develop, design, establish, enhance, implement, etc. As an example, if the goal was to cure a patient of a sickness in two weeks, the strategy would be the different steps the doctor is going to take to analyze and treat the sickness.

Agency's Plan

Staff Study – page 35-52, Table 13

Goals, Strategies and Objectives			% of Total Spending		Outcome (Public benefit provided, or harm prevented, by accomplishment of this goal, strategy or objective (i.e. tangible benefits that matter in the lives of citizens))
G	S	O	2013-14	2014-15	
Goal 1		Ensure the safety of children and adults who cannot protect themselves	43.53% \$224,290,307	44.91% \$250,993,309	These programs provide services to families which are mandated by law to protect children from abuse and neglect within their families, in foster care, or by persons responsible for the child's welfare as defined by statute. They are provided to strengthen families; to enable children to remain safe in the Services home; to temporarily remove from parental custody a child who is at imminent risk of harm; or to pursue termination of parental rights and assure the child permanency in a substitute family if the custodial family cannot be preserved without serious risk to the child. This program, within the framework of federal and state mandates, supports out-of-home services that are child centered and family focused; contributes to the protection of children and their well-being, and serves children who are in need of therapeutic placements.
	Strategy 1.1	Investigate and identify child maltreatment through the assessment process			Same as Goal 1
		Objective 1.1.1 Initiate and complete Child Protective Services (CPS) investigations timely	Agency states it does not capture cost data at the strategic plan level. Cost data presented for the goal level is a total for the major programs that make up that goal and does not include administrative costs or employer benefits.	Same as Goal 1	Assoc. Agency Programs CPS Case Management, Legal Representation



Objective = Specific, measurable and achievable description of an effort the agency is actively implementing over a defined period of time as part of a broader strategy to meet a certain goal. These have to be measurable and time bound because they let the agency know if the strategy worked.

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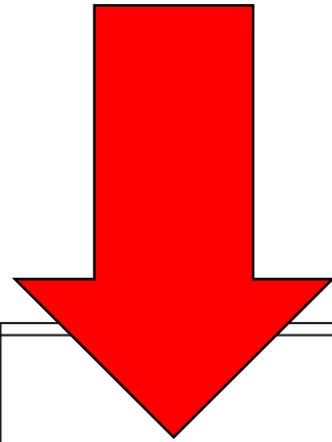
Assoc. Agency Programs = These are the agency programs, as provided by the agency in the Program Evaluation Report, which the agency states relate to this objective. A program may relate to a single objective, multiple objectives within the same goal, or even multiple objectives under different goals.

	Strategy 1.1	Investigate and identify child maltreatment through the assessment process	Same as Goal 1	
		does not include administrative costs or employer benefits.		Assoc. Agency Programs CPS Case Management, Legal Representation
	How agency measures its performance:			<p>1) <i>CPS assessments initiated timely</i> (97.8% in 2009-10; 98.2% in 2010-11; 98.8% in 2011-12; 97% in 2012-13; 93.3% in 2013-14 (LAC 2014 audit states this is only 75%); Target for 2014-15 is 100%; As of March 31, 2015 at 89.3%) State law requires DSS to initiate CPS investigations, which the agency calls Assessments, within 24 hours, so the standard for initiating assessments timely is set by state law at 100%. Measure is reviewed at least twice a year by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.</p> <p>2) <i>CPS assessments completed timely</i> (98.5% in 2009-10; 98.5% in 2010-11; 95.4% in 2011-12; 98.5% in 2012-13; 94.5% in 2013-14; Target for 2014-15 is 100%; As of February 28, 2015 at 94.5) State law requires DSS to complete assessments within 45 days (or 60 days when an extension is granted), so the standard for completing assessments timely is set by state law at 100%. Measure is reviewed at least twice a year by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.</p>

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How agency measures its performance = These are the performance measures related to this objective and the results of those measures, compared to the targets for each, for several prior years. Performance measures gauge whether or not the objective is being accomplished efficiently and intended results are being achieved. There are four types of performance measures: (1) outcome measures, (2) efficiency measures, (3) output measures and (4) input/explanatory/activity measures. The Committee wants to see agencies focus more on efficiency and outcome measures.



<p>How agency measures its performance:</p>	<p>1) CPS assessments initiated timely (97.8% in 2009-10; 98.2% in 2010-11; 98.8% in 2011-12; 97% in 2012-13; 93.3% in 2013-14 (LAC 2014 audit states this is only 75%); Target for 2014-15 is 100%; As of March 31, 2015 at 89.3%) State law requires DSS to initiate CPS investigations, which the agency calls Assessments, within 24 hours, so the standard for initiating assessments timely is set by state law at 100%. Measure is reviewed at least twice a year by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.</p> <p>2) CPS assessments completed timely (98.5% in 2009-10; 98.5% in 2010-11; 95.4% in 2011-12; 98.5% in 2012-13; 94.5% in 2013-14; Target for 2014-15 is 100%; As of February 28, 2015 at 94.5) State law requires DSS to complete assessments within 45 days (or 60 days when an extension is granted), so the standard for completing assessments timely is set by state law at 100%. Measure is reviewed at least twice a year by senior DSS staff including the Deputy Director of Human Services, Regional Team Leaders, County Directors, and supervisors.</p>
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Agency's Plan

Staff Study – page 35=52, Table 13

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Programs by Effectiveness and Efficiency as Ranked by the Agency

Staff Study – page 25, Table 7

Table 7. Major divisions of the agency ranked from most effective and efficient to least by the agency¹⁷⁷

Major Divisions	Services within each Division
Integrated Child Support Services Effectiveness and Efficiency Ranking (provided by the agency): #1	<ul style="list-style-type: none"> • Establishment of Paternity (Ensuring both parents are known for every child) • Paternity Outreach • Support Order Establishment • Collection and Distribution of Child Support to Custodial Parents • Enforcement of Child Support Orders • Child Support Enforcement System • Fatherhood Program <ul style="list-style-type: none"> ○ Engaging fathers for the financial, emotional, and physical support of their children • Referral to Services • Access and Visitation
Economic Services Effectiveness and Efficiency Ranking (provided by the agency): #2	<ul style="list-style-type: none"> • Family Independence (SC's Temporary Assistance for Needy Families (TANF) Program) - Monthly stipend delivered to a benefit group to provide cash assistance to families with children at or below poverty level. Determined by a rules based eligibility determination process following an application submitted by the benefit group. • Supplemental Nutrition Assistance Program (SNAP) ("food stamps") - Monthly benefits delivered to a household to supplement food costs and provide nutrition assistance to households at or below 130% of poverty. Determined by a rules based eligibility determination process following an application submitted by a household member. • Employment & Training Programs - Required as part of TANF and SNAP • Food Assistance Programs <ul style="list-style-type: none"> ○ Child & Adult Care Food Program ○ Senior Farmers' Market Program ○ The Emergency Food Assistance Program ○ Commodity Supplemental Food Program ○ Emergency Shelter Program • Child Care Licensing • ABC Quality Program (ranks quality of child care facilities who chose to participate in the program) • Child Care Vouchers
Human Services Effectiveness and Efficiency Ranking (provided by the agency): #3	<ul style="list-style-type: none"> • Child Protective Services • Adult Protective Services • Foster Care • Adoption • Domestic Violence Services • Independent Living

Potential Negative Impact

Staff Study – page 338-52

- Most potential negative impact on the public if the agency’s programs were to have substandard performance.

For agency programs associated with agency Goal 1, below is a description of the program; audits in which it was mentioned; potential negative impact, if the program underperforms; and when the agency thinks the General Assembly should be put on notice if the program underperforms.

Division: Human Services	
Effectiveness & Efficiency Ranking: #3 - least effective and efficient of all the agency's divisions (1 is most effective and efficient)	
Programs within Division: Child Protective Services (CPS), Adult Protective Services (APS), Battered Spouse, Adoption, Foster Care, Emotionally Disturbed Children, Family Preservation, Homemaker, Institution of Mental Diseases (IMD) Group Homes, Legal Representation	
Program: Child Protective Services Case Management	Audit/Report in which function was cited as an issue: 1985 LAC Audit; 1991 LAC Audit; 2003 Child and Family Services Review; 2006 LAC Audit; 2009 LAC Follow-Up Report; 2010 Child and Family Services Review; 2014 LAC Audit
Most Potential Negative Impact: The agency will not be able to effectively deliver child welfare services to vulnerable children in South Carolina.	
When Agency thinks General Assembly should be put on notice: If the level of resources, productivity, or performance hinders the agency's ability to carry out its mission.	

- At what level does the agency think the General Assembly should be put on notice of a potential problem.

Public Comments

Staff Study – page 23



Governance



- 59 mention management
- 8 mention the legislature
- 5 mention the Governor

Responsibilities



- 75 relate to Human Services Division (35 to child protective services; 26 to foster care; 7 to adult protective services; 4 to intake; and 3 to intensive foster care and clinical services)
- 25 relate to Economic Services Division (21 to economic services and 4 to child care)
- 8 mention clerical staff
- 4 mention child support

Employees



- 100 pertain to pay, incentives, and benefits
- 84 relate to morale
- 23 mention training
- 18 mention turnover/retention issues
- 3 mention performance coaches

Other



- 21 mention Spartanburg County
- 20 are positive

Agency's Recommendations

Staff Study – page 8, Visual Summary Table 3, and page 53

Agency's Recommendations*

Streamlining Functions

- Examine operational units for elimination, duplication, and streamlining functions
- Examine specific functions of the agency to determine if they best fit within the agency's core mission

Administrative Functions

- Examine need to reduce size of administrative functions
- Merge all administrative functions into one division

Reliance on Contracting Core Services

- Examine over-reliance on contracting core services to external providers

Structure and Supervision

- Align supervision of county operations with regional structure
- Standardize regional structure for Economic Services and Human Services

Discussion of Laws

- Modification of three laws